Introduction
The people of Hawaii have a long and enduring heritage with the sea. For this reason, academic interest in maritime studies in Hawaii, and especially expeditionary and field research, pre-date the founding of the College of Agriculture and Mechanical Arts in 1907. However, a comprehensive academic program for graduate research and training in Oceanography emerged at the University of Hawaii (UH) just fifty years ago. The Oceanography program had two distinct roots: one in Geological and Physical Sciences, and the other in Marine Biology and Fisheries. Prior to 1962, Marine Science training was spread over a number of isolated, and sometimes competing, academic units without centralized management, common mission, or effective leadership. The integration of these separate units would take decades to achieve despite strong administrative support. This year marks the 50th anniversary of the formation of Oceanography as a graduate field of study (1962-2012), which, since its founding in 1988, has been a focal discipline in the School of Ocean and Earth Science and Technology (SOEST) at UH.

The Founding of the University of Hawaii
The Morrill Land Grant Act, signed into law by U.S. President Abraham Lincoln in 1862, permitted states to apply for federal land grants, the proceeds of which could be used to support post-secondary education. The act to create the College of Agriculture and Mechanical Arts in Hawaii was unanimously passed by the legislature and signed into law on 27 March 1907, by Territorial Governor George Carter. Classes commenced on 14 September 1908. In 1911, the name changed to the College of Hawaii (C of H), and in 1912 the College moved to its present location in Manoa Valley. In 1919, the territorial legislature passed a second act that transformed the C of H into the University of Hawaii (UH) with the addition of the College of Arts and Sciences, and on 30 April 1919, Territorial Governor C. J. McCarthy added his approval to this change in status and stature, to take effect 1 July 1920. Long after statehood in 1959, the campus took its present name, University of Hawaii at Manoa (UHM), in 1972, to distinguish it from other units in the growing state-wide university system. An excellent historical account of the first thirty years of UH (1907-1937), written by William George, is available at UHM’s Hamilton Library (The University of Hawaii: A Short History, 1938).

From its beginning, UH has always had an academic interest in the sea. The origins of Oceanography can be traced back to the establishment and expansion of several coastal marine laboratories. According to a historical account by Leslie Matsuura in Building a Rainbow, the original Honolulu Aquarium (HA) opened to the public on 19 March 1904 as a private project under James B. Castle, Charles M. Cooke, and Lorrin A. Thurston, then directors of the Honolulu Rapid Transit Authority. The main purpose of the HA was to attract the public to Kapiolani Park – the end of the transit line. Frederick Potter, a clerk for the Honolulu Rapid Transit Authority, served as the Aquarium’s first director. At the time of its creation, the HA had no basic research or education mission.

By David M. Karl, Ph.D.
Maritime Technology Innovation in the Pacific: Past, Present and Future

In August 1908, John Washington Gilmore was appointed the inaugural president of the C of H. “Our teaching should be in accordance with our environment,” said Gilmore, “there should be a logical focus on agriculture and marine sciences.” Each year, the Board of Regents filed one or more reports with the Legislature on matters related to the academic affairs of the College. These reports were known as the College Records beginning with No. 1 in 1908, and ending with No. 20 in 1920, when the C of H became the UH. After that time, these same materials were contained in the University Records series and eventually in the annual University Catalog, which is still published today. According to the College Records, 1911, there was a formal proposal by Gilmore to establish a Marine Biological Laboratory as a branch of the Department of

David M. Karl A microbial biologist and oceanographer in the School of Ocean and Earth Science and Technology, David Karl has focused his research on the ecological role of microorganisms in the sea and has enjoyed many groundbreaking research discoveries along the way. He is Director of the University’s Center for Microbial Oceanography: Research and Education, and has received numerous national and international honors and awards throughout his thirty-four years at UH Manoa. In the course of his career, Karl has spent more than three full years at sea, including twenty-three expeditions to Antarctica.

RV Kana Keoki, the flagship vessel that UH operated from 1971-1987.
Courtesy SOEST Archives
Zoology as early as 1910. It was stated that, “It is quite probable that if the college could make a beginning in this work, aid might be secured from the U.S. Fish Commission.” (NOTE: The U.S. Commission of Fish and Fisheries was created by Congress in 1871. Since 1903, the Commission has been within the Department of Commerce. In 1949 a Honolulu Branch, the U.S. Pacific Ocean Fisheries Investigation (POFI), was established. POFI was the predecessor of the Fish and Wildlife Services Bureau of Commercial Fisheries which, after the National Oceanic and Atmospheric Administration (NOAA) was created in 1970, became the National Marine Fisheries Service.)

By 1911, there already was a formal 3-credit course in Oceanography taught by Professor William Alanson Bryan (College Records, 1911-1912). In College Records, 1915, a textbook – Murray and Hjort’s *The Depths of the Ocean* – was added as required reading for this course.

According to College Records, 1913, there was a well articulated need for “A Marine Biological Laboratory for Hawaii” based on a paper by Department of Zoology Professor Allan Herbert. The plan called for a seashore laboratory at Waikiki, in the park adjacent to the Honolulu Aquarium. A seaside lab, when available, the report stated, “would give the College access to the fascinating world that lies hidden in the ocean.” The second C of H president, Arthur Dean, served from 1914-1927 and continued Gilmore’s vision of Hawaii’s potential as an out-of-doors natural laboratory with a focus on marine sciences, especially Marine Zoology. Hawaii’s strategic mid-Pacific location with easy access to the deep sea provided many unique educational and research opportunities. In College Records, 1917, it was reported that “The most noteworthy advance made during the past two years in the development of the Department of Zoology has been the securing of temporary quarters on pier 6 for the equipment of a small marine laboratory on Honolulu harbor.”

In 1919 (College Records), more permanent marine research facilities began to materialize. It was announced that “the HA stands on government land the lease of which will expire on 3 June 1919. The land will then pass into the Waikiki park system. The Aquarium, however, has possibilities far beyond its use as a show place, excellent as that is. As a beginning for a marine biological station it opens up the opportunity of carrying on scientific investigations and instruction of the very highest value.” This report, submitted by President Dean further stated that by change in existing laws it would be possible to turn over the two existing lots at Waikiki, where the Aquarium stood, to the Board of Regents to establish a marine research laboratory in connection with the Aquarium. The plan would also “put at least two men at work on investigations: one a trained biologist, the other a man with experience in fish hatchery work.” The Territorial Legislature of 1919 placed the HA under the care of the College of Hawaii. The Charles M. Cooke Estate generously provided $10,000 for the construction of a laboratory for Marine Zoology in conjunction with the Aquarium. This facility, the Charles M. Cooke Memorial Marine Laboratory (CMML), was ready for use in summer 1920.

Professor Bryan, who had handled work in Marine Zoology and had worked tirelessly to establish new programs in Marine Biology, left in the summer of 1919. With the transformation from C of H to UH in 1920, the faculty was expanded to include Charles H. Edmondson, Ph.D., University of Iowa, 1906, as Professor of Zoology (College Records, No. 20, 1920-1921). An arrangement was entered into with the Bishop Museum whereby Edmondson would be on the staff of the Museum as well as the UH. Edmondson became the founding director of the newly acquired CMML, which was administratively separate from the Aquarium. According to a biography of Edmondson written by Hank Banner, the “Beach Lab,” as it was called in those days, was to become an active center for diverse marine research activities over the next few decades. Edmondson served as director until 1943, when he retired from UH.
A New Emphasis on Marine Education Programs

The Master of Science (M.S.) degree was created at the C of H in 1914, and by the end of 1933, one hundred twenty-two M.S. degrees had been granted. Most of these were in the fields of Entomology and Agriculture, reflecting the original land grant focus of the curriculum. Post-World War II growth included several new academic programs and significant capital improvement projects for basic research. President Gregg Sinclair presided over this unprecedented growth in the capacity for science and technology. According to newspaper reports, Sinclair wanted UH to be “not a big University, but a significant one.”

In 1947, as part of the 40th anniversary of the founding of UH – the Hawaii chapter of Sigma Xi – the national honorary scientific society, was founded. This marked the beginning of an increased awareness of, and emphasis on, the study of natural sciences. In 1948, the Graduate Division was created to promote and facilitate the expanding graduate programs, including marine sciences. By this time, Robert Hiatt had already begun to provide the much needed leadership in his capacity as “senior” Professor of Marine Zoology.

As emphasized in the inaugural Graduate Division catalog, “The location of the islands offers students of Marine Biology a natural laboratory for the study of marine life in the tropics.”

In his “end of the year” report for 1950, UH President Gregg M. Sinclair reviewed progress on two significant marine related projects. He stated that the University now holds a lease to part of Coconut Island, where a laboratory has been established and a research vessel Salpa (I) collects marine samples and data. Second, the U.S. Fish and Wildlife Service (FWS)
recently completed a building on 2.8 acres of land made available from UH to the federal government. At that time the FWS scientists were already operating three oceangoing vessels to gather data and it was expected that a new graduate training program aimed at common interests would soon be created at UH.

By 1951, Hiatt had become chairman of the Department of Zoology, and in that capacity he promoted the development of an expanded curriculum in Biological Oceanography. Hiatt taught the Marine Ecology class; Albert Tester and Vernon Brock taught the Fisheries Biology courses, and Albert H. (“Hank”) Banner taught Oceanography. Albert Tester, a fisheries biologist with world-class expertise in the study of tunas and sharks, joined the UH Department of Zoology in 1948. Tester would later serve as Director of POFI; Banner would serve as Director of the Hawaii Marine Laboratory (HML), and Brock would serve as the inaugural chair of the Department of Oceanography when it was established in 1964.

Hawaii Institute of Geophysics
A New Research Organization with an Emphasis in Oceanography

As mentioned previously, the Department of Oceanography had distinct roots in both the biological and physical sciences. The Department of Zoology and the CMML-HML comprised the former, and the Hawaii Institute of Geophysics (HIG) comprised the latter. According to an informative Honolulu Star-Bulletin account, the origin of HIG can be traced back to a gathering of scientists in 1953, Robert Hiatt among them. At that time Hiatt was chairman of the Department of Zoology and director of the HML, so it can be reasonably stated that Hiatt was the interdisciplinary bridge. Under his leadership, a proposal was submitted to the Rockefeller Foundation requesting a $50,000 grant to establish a laboratory for geophysical research. The proposal was declined. The next step would be an attempt to establish a federally-sponsored geophysical laboratory that would be patterned after the Alaska Geophysical Institute established by the U.S. Congress in the late 1940s. According to newspaper reports at that time, the Institute would include “oceanography, meteorology, cloud physics, and allied subjects.”

In 1955, Hans Pettersson, past President of the United Nations Joint Commission on Oceanography and Marine Biology and Professor of Oceanography at the University of Göteborg in Sweden, was appointed to the UH faculty for a 6-month term as Professor of Geophysics. UH President Paul S. Bachman told the Board of Regents that Pettersson would be instrumental in the effort to gain U.S. congressional approval of a new Geophysics institute in the territory of Hawaii. In 1955, behind the leadership of John A. Burns, then a delegate for the Territory of Hawaii, Congress passed a joint resolution charging the National Science Foundation (NSF) with conducting an evaluation of the need and the feasibility of such an institute and directed them to report back to Congress with their recommendation. The “blue-ribbon” panel selected to evaluate Hawaii as a site for conducting research in Earth and Ocean Sciences included: William Benson, Phil Abelson, Cecil Green, King Hubbert, William Rubey, and A. E. Eckhardt. NSF director Alan Waterman took a positive recommendation to the National Science Board, and bills were introduced in Congress in 1956 and 1957 by the Territory of Hawaii. The Geophysics Institute, as an integral part of the research mission of UH, was recommended in a NSF report that was ordered by the U.S. Congress in 1956, under public law 909. On 30 December 1958, it was formally announced that NSF intended to fund the construction of the Geophysics Institute building. This preceded Hawaii becoming the 50th State of the U.S.A. in 1959.

The Fiscal Year 1962 budget request for the HIG building was presented to the National Science Board, the governing body of the NSF, on 31 August 1961, in Honolulu, during the Pacific Science Congress; this was the Board’s first meeting outside of Washington, D.C. By this time, however, it was only a matter of protocol
the funding was certain. The members of the Board, including Chairman Detlev W. Bronk, were present the next day, 1 September 1961, to participate in the HIG ground-breaking ceremonies.

With the new HIG building fully funded and under construction, it was time to recruit a permanent director for the Institute. The administration was seeking an outstanding scientist, someone with a grand vision for the future and excellent leadership skills. In 1963, George Prior Woollard was appointed inaugural Director of HIG. When Woollard joined UH, he was one of the leading geoscientists in the world, with expertise in the area of gravity and magnetics, and was President of the American Geophysical Union (AGU).

Crossing a Turbulent Sea Toward Departmental Status for Oceanography

On 1 August 1956, two years before HIG was established, Robert Hiatt, then UH Dean of the Graduate School and Director of Research, convened an ad hoc committee to establish Oceanography as a graduate field of study for the M.S. degree at UH. The committee was chaired by Agatin Abbott, chairman of the Department of Geology and Geophysics, and included the following members: T. Austin (POFI), H. Banner (Zoology), M. Doty (Botany), I. Miyake (Physics), A. Tester (Zoology), and H. Zeitlin (Chemistry). In his final charge, Dean Hiatt asked the committee to “move rapidly in order to take advantage of the interest, which will be developed during the period in residence at the university of Hans Pettersson and Norris Rakestraw,” two world-class marine scientists. Rakestraw was on leave from Scripps Institution of Oceanography, where he was the first Graduate Dean of Students. A positive recommendation from this “blue ribbon” committee on Oceanography would be carried forward by Hiatt, and others, with great vigor and momentum.

A meeting on 22 August 1956, asked the members to submit to Chairman Abbott, as soon as possible, the suggested undergraduate preparation one would deem necessary for a prospective Oceanography M.S. degree candidate. The committee did not meet again until 13 November, when the following verbatim decisions and recommendations were made: (1) that plans for a M.S. degree
in Oceanography be shelved, for reasons of lack of proper and sufficient course offerings and lack of teaching personnel, (2) that a M.S. degree be given in Marine Biology, (3) that UH consider an undergraduate program in Oceanography for future years, and (4) that present course offerings in Oceanography and closely related subjects be coordinated in content to avoid overlap of material and in time of offering to avoid crowding in one semester. Dean Hiatt, the lead supporter of the “Oceanography movement,” was disappointed, but agreed to hold this project in abeyance until further developments occurred.

**UH Department of Oceanography**

**A Second Attempt**

In spring 1960, the UH Board of Regents approved a split of the Department of Geology and Geophysics into the Department of Geology and the Department of Meteorology and Oceanography, effective 1 July 1960. On 3 April 1962, Mariano A. Estoque, the Chairperson of the Department of Meteorology and Oceanography with research interests in numerical analysis and prediction, and atmospheric boundary layer phenomena, submitted a formal proposal to Graduate Dean Hiatt for the establishment of a M.S. degree program in the field of Oceanography. The faculty listed in the 1962 proposal as “principally involved” in the new M.S. degree program in Oceanography were: Carl Adams, an Assistant Professor since 1960, and an expert in Tropical Meteorology; Tairo Laevastu, an Associate Professor since 1962, and an expert in fisheries; Richard Barkley, Chief of the Oceanography Investigation Unit of the U.S. Bureau of Commercial Fisheries, Honolulu Biological Laboratory since 1960, and Gunter Seckel, an oceanographer with the same unit since 1953.

According to the proposal, the initial focus of this new program would be on sea-air interactions and oceanographic forecasting – a very modest beginning. In fact, biological sciences, namely Fisheries, Invertebrate and Vertebrate Physiology, and Marine Ecology, were integral to the new academic program; three of the four founding Oceanography faculty were fisheries oceanographers. With time, and with the anticipated expansion of graduate faculty, other specializations became possible. Besides formal courses and laboratory studies, sea practice on research ships would be required. On 1 June 1962, in a memorandum to UH President Laurence H. Snyder, Bruce E. White, then Vice President and Dean of Faculties wrote: “The Administrative Council voted approval of the proposed program leading to the Master of Science degree in Oceanography.” A few weeks later, on 14 June 1962, the UH Board of Regents added their final approval to the new program, effective 1 September 1962. A formal graduate degree-granting academic program in Oceanography was finally launched in the State of Hawaii. Once the field of study was established, formal departmental status quickly followed about two years later.

During a visit to UH in August 1964, H. Burr Steinbach (described in newspaper reports as “the top biological statesman in the U.S.” and a leading marine scientist, educator, and administrator who would go on to assume the position as founding Dean of the WHOI-MIT joint Ph.D. program in 1968), praised UH President Tom Hamilton, Vice President for Administration Richard Takasaki, and then Vice President for Academic Affairs Robert Hiatt for their collective “ability, dreams and brains to pull it off.” The “it” he was referring to was the creation of a comprehensive, interdisciplinary, and world-class program in marine sciences, including the newly established graduate degree program in Oceanography. UH was finally on the map!

Mariano Estoque was the acting chairperson of the graduate field of Oceanography for the first two years. When the Department of Oceanography was created prior to the start of the Fall 1964 semester, Vernon Brock, a Fisheries Biologist, was selected as the inaugural chairperson to lead this new department. Since 1964, the Department of Oceanography and the Oceanography graduate field of study have been led by the same chairperson.

The Department of Oceanography was initially staffed by faculty who were reassigned from HIG and the Departments of Geoscience and Zoology and, later, by new hires. From the beginning, faculty in Oceanography combined graduate education and research to provide young apprentice-level scientists with a broad interdisciplinary exposure to contemporary concepts. Many, but not all, of the Oceanography faculty had split appointments with HIG, or Hawaii Institute of Marine Biology (HIMB), two marine-oriented organized research units at UH. In 1964, when the Department of Oceanography was established, Zoology 201–Science of the Sea, became Ocean 201–Science of the Sea. Robert Hiatt’s course would eventually become one of the most popular survey courses at the University.

Initially, the Department of Oceanography offered only a M.S. degree, while the Ph.D. degree was restricted to the Department of Geosciences (the predecessor of the current Department of Geology and Geophysics). The addition of the Ph.D. degree was a key benchmark in the academic maturation of the Department of Oceanography. According to a letter...
from Oceanography Professor Klaus Wyrtki, dated 18 January 1965, to prospective graduate student William Patzert: “...I can inform you that the Department of Geosciences of this University has at present a Ph.D. program and that the Department of Oceanography will probably offer such a program within one year. In both Departments you can study Oceanography.” Wyrtki’s timetable turned out to be a bit optimistic, but the eventual outcome was exactly as he had predicted. On 28 August 1967, the faculty Senate Executive Committee recommended the establishment of the program leading to the Ph.D. degree in Oceanography, and two days later it was approved by the Council of Deans. The new degree program took effect in Fall 1967, and the first Ph.D. degree in Oceanography was awarded in spring 1970.

Our Nation and the Sea: The Origins of SOEST

The emergence of marine science programs in Hawaii has always been closely tied to key initiatives at the federal level. On 10 November 1957, the U.S. National Academy of Sciences (NAS) established a Committee on Oceanography (NASCO) to study the needs and opportunities in the field of Oceanography; this was the second NAS committee to evaluate this discipline, the first was convened three decades earlier. The NASCO included Harrison Brown (Chair), Maurice Ewing, Columbus Iselin, Fritz Koczy, Sumner Pike, Roger Revelle, Gordon Riley, Milner Shaefer, and Athelstan Spilhaus. In February 1959, NASCO released a 12-volume report, Oceanography
1960-1970, describing the status of marine science with numerous recommendations for possible implementation over the next decade.

Immediately after the report was published, U.S. Senator Warren Magnuson, of Washington State, introduced Senate Resolution #136 to establish a special subcommittee on Oceanography in the House Merchant Marine and Fisheries committee to hold hearings on the NASCO findings and recommendations. In 1966, the U.S. Congress passed the Marine Resources and Engineering Development Act authorizing a Commission on Marine Science, Engineering and Resources. Julius Stratton, Chairman of the Board of Ford Foundation and former President of Massachusetts Institute of Technology, was selected chair of the commission. This group soon became known as the “Stratton Commission” and their report, *Our Nation and the Sea*, was known as the Stratton Report.

Before the print ink was dry on the Stratton Report, opportunities for the State of Hawaii were being hailed by Taylor A. (“Tap”) Pryor, President of Oceanic Foundation, in Honolulu, and a member of the Stratton Commission. He organized interested parties to determine how Hawaii could best respond to the Stratton Commission recommendations. In January 1969, Hawaii’s Governor John Burns appointed a state task force on Oceanography to “promote and coordinate state and private sector ocean science development in the islands.” The eight-person commission included Adrian Perry (Chair), Vice Admiral Harold G. Bowen, Jr. (U.S. Navy), Captain (retired) Jesse B. Burks (Burks was also a graduate of UH having received one of the first M.S. degrees in Oceanography in Fall 1967), George Hansen, Robert Hiatt (then acting UH president), Major General Edmond H. Leavey (U.S. Army, retired), Shelley M. Mark, Tap Pryor (president of Oceanic Foundation), and George P. Woollard (UH-HIG director). The task force was assisted in their work by William S. Beller, who was on loan from the U.S. Department of Interior. Beller had been a staff support person to the Stratton Commission, and had written portions of the final Report.

On 11 September 1969, the task force submitted their report, *Hawaii and the Sea*, to Governor Burns. In an article published in the *Honolulu Advertiser*, the day following the release of *Hawaii and the Sea*, Burns said: “The sea is one of the most dramatic, important things we have... it can put Hawaii in the forefront of the whole world in endeavors like these – which are so important to the human race.” On 26 January 1970, Governor Burns gave the Hawaii State Legislature a package of “bold” ocean-related initiatives. In the governor’s words:

> Now is the time we must propose to our own nation, and the other Pacific nations, that Hawaii is the logical – indeed the ideal – place for oceanographic headquartering for major ocean research projects and for gatherings fostering international cooperation in marine affairs.

Included among his proposals was a new position in the governor’s office – the Marine Affairs Coordinator (MAC). In September 1970, John Piña Craven was appointed the inaugural state of Hawaii Marine Affairs Coordinator. Craven was also given the new title, UH Dean of Marine Programs, and, in that capacity, had the responsibility to consolidate and integrate various marine programs at the University and across the state. A major problem, however, was that Craven had no line authority over any significant academic unit at UH, each of which already had a Dean or Director. According to information in the UH catalog, the administrative structure of the office

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–Governor John A. Burns

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Hawaii’s governor John Burns (left) greets William Beller and his wife at a reception following the release of the 300-page report, *Hawaii and the Sea*.

*Reproduced with permission from the Honolulu Advertiser, 12 September 1969.*
of the Dean of Marine Programs included the newly founded Sea Grant College Program and the Marine Options Program (MOP). Neither of these was directly responsible for graduate education in marine sciences or for research. Craven was effectively a Dean without a faculty. This parallel organizational structure precluded any serious reorganization or consolidation of the diverse marine-related interests.

In 1977, UHM Chancellor Douglas Yamamura established a blue ribbon panel of marine experts from the U.S. mainland and invited them to Hawaii to review the University’s marine programs and to make recommendations to the UH administration on quality and organizational structure. The site team: John V. Byrne (chair), John Costlow, Phillip Eisenberg, Ned Ostenso, and Robert A. Ragotzkie, visited UHM from 29 August to 2 September, and met with representatives of the various programs. On 21 November 1977, Chairman Byrne transmitted the committee’s findings along with a set of recommendations; this became known as the “Byrne Report on UHM Marine Programs.” (Note: John Byrne had a distinguished career as a Professor of Oceanography, Dean of the School of Oceanography and President of Oregon State University and, for the period 1981-1984, he was the administrator of NOAA. See John Byrne’s article this issue, pages 60-70)

The Byrne Report identified several problems. For example, the establishment of the office of Dean of Marine Programs was intended to provide leadership and coordination of marine programs, but it carried no comprehensive plan or financial resource base. The Byrne Report also concluded that the Department of Oceanography, an academic and research unit at the core of marine programs, “suffers from low morale due to a lack of coordination with HIG.” The Byrne report ended with a section entitled, “Options for Revitalization,” and a final set of recommendations. Two key recommendations were: (1) a new graduate School of Marine Studies should be established and a Dean should be appointed as the leader of the School, and (2) HIG and HIMB should be abolished. In his cover letter to Chancellor Yamamura, Byrne commented: “Not everyone at the University of Hawaii will be pleased by our observations or by our recommendations…however, we hope that the report will be of value in helping to bring the University of Hawaii closer to its potential for excellence in the area of marine studies.”

During the summer of 1980, recently appointed UHM Chancellor Durward Long announced his intentions to reorganize several academic programs, including marine sciences. On 7 December 1980, it was reported in both The Honolulu Advertiser and the Honolulu Star-Bulletin that Craven would be terminated as Dean of Marine Programs, effective 30 June 1981, but he would remain at UHM.
Long added that the excellent marine science programs have suffered for lack of an overall plan and that this would now become a high priority for the Manoa campus. He cited the recently completed Byrne Report, and was apparently committed to their major recommendation for meaningful and comprehensive reorganization of UH marine programs, one that would consolidate all efforts into a single college. On 25 September 1981, Long was fired as Manoa chancellor. The official reason given was incompatibility of style, rather than lack of substance. According to a Honolulu Star-Bulletin article, published on 26 September 1981, Long described himself as “an independent, aggressive administrator who had to battle constantly with vengeful deans and faculty members below him as well as suspicious and hostile UH system officials above him.” He went on to say that he will leave the job just as he entered it – “fired with enthusiasm!”

On 22 March 1985, acting UHM Chancellor Richard H. Kosaki enlisted a group of distinguished marine scientists to advise him on relevant matters. In his invitation letter to the prospective members Kosaki wrote, “I would appreciate your considering yourselves the new Marine Council, under the leadership of Chairman Lorenz Magaard. I encourage you to set your own agendas and initiate activities as you think proper, as well as to respond to requests from this office.”

In April 1985, Magaard took the initiative to prepare a draft mission statement. Two noteworthy objectives that he listed were “to develop plans for an adequate organizational structure of marine scientific activities within the UHM system. Such a structure could, for example, be a School of Marine Science or a School of Earth and Marine Science,” and “to be a focus for UHM marine scientific activities before a new organizational structure for such activities is established.” It was also decided that the Marine Council would meet monthly.

On 9 August 1985, the Board of Regents unanimously approved the appointment of Albert Simone as the tenth president of the UH system. It did not take Simone very long to get down to the difficult task of university reorganization including marine sciences. In December 1985, President Simone responded favorably to the Marine Council’s suggestion to organize a new School of Marine Sciences and invited the Council to come forward with a proposal. Seventy-five minutes into the eighth meeting of the Marine Council, on 23 April 1986, President Simone entered the meeting room without any advanced notice. Simone addressed the Council and requested that they come up with a new organizational structure for marine programs, one that would create a separate College of Marine Science, much in line with the 1977 recommendations of the Byrne Report. He assured the Council that he was very serious about all this and that he would promote the establishment of the new college in the next biennium budget and would make a sales pitch of the strategic plan to the State Legislature. He answered a few questions, then departed as quickly as he had appeared. The shocked Marine Council decided that, given the magnitude and significance of the President’s charge, they would meet weekly until the prospectus for a new college was completed. The agenda for the next Marine Council meeting, 30 April 1986, had only one bold-face item: “PLANNING A NEW COLLEGE AND MAKING UH NUMBER ONE IN MARINE SCIENCE.” This goal was not a new one and many UH marine scientists remained skeptical that anything – much less a major reorganization – would ever
occur. But the Marine Council members who were present at the historic 23 April 1986 meeting, including the author, sensed that this time, under this leadership, something good may really happen.

The next few Marine Council meetings were filled with excitement and grand visions of the future. Subcommittees were formed to deal with the substance and structure of the new college, and recruitment of the new Dean. Comments and opinions were invited from across the campus. The Council prepared several draft organizational charts and also debated the name. At the eleventh meeting of the Marine Council, 14 May 1986, the Council approved an initial “working title” – College of Marine and Earth Science. However, Simone demanded that “technology” appear in the title. The working name soon became College of Ocean and Earth Science and Technology. As David Yount discussed in his book, *Who Runs the University?* it was awkward to have “and” appear twice, and he too was inclined to drop the words “and technology” at the end. When questioned on this point, according to Yount’s written account of these events, Simone quipped, “our job was not to write poetry but to acquire and transfer knowledge.” A few months later, President Simone decided that the new academic unit should be a “school” not a “college”, so it immediately became the School of Ocean and Earth Science and Technology (SOEST).

As originally constituted, the School consisted of four academic departments (Oceanography, Meteorology, Geology and Geophysics, and Ocean Engineering), three organized research units (Hawaii Institute of Geophysics, Hawaii Institute of Marine Biology, Hawaii Natural Energy Institute), the UH Sea Grant College Program, the Joint Institute for Marine and Atmospheric Research, and the Hawaii Undersea Research Lab.

On 9 December 1987, the UH Faculty Senate approved the plan to establish SOEST after an hour-long debate. Two days later, Simone sent his SOEST prospectus to Board of Regents Chair Gladys Brandt to begin the formal process of creating the School. He also thanked the Marine Council members and, especially chair Magaard, for their “excellent work.” As Simone so aptly stated, “It appears that, now, the future is ours.” The decades-long burden of “great potential” for excellence in marine science at UH was finally lifted.

On 22 July 1988, SOEST was approved by the UH Board of Regents, just three years after President Albert Simone had presented his grand vision to the Marine Council. In a 13 August 1988 *Honolulu Star-Bulletin* article, by Helen Altonn, titled: “Ocean-Earth Science School Called Triumph,” Marine Council Chair Magaard is quoted as saying, “Hawaii is finally getting its act together, finally capitalizing on its geographical and environmental advantages….” Altonn had also interviewed President Simone who said “while the various units were ironing out their differences, he was selling the concept to the governor (John Waihee) and state legislators.” The Marine Council continued to serve in an advisory capacity to the President, until inaugural SOEST Dean Barry Raleigh (previously Director of Lamont-Doherty Geological Observatory of Columbia University) joined the University on 1 October 1989. In a memo to the Council members dated 21 September 1989, President Simone expressed his gratitude for distinguished service, perseverance, and professionalism. He also stated, “I consider Dr. Raleigh’s recruitment and the creation of SOEST among the significant achievements of my administration.” He then retired the Marine Council in order to give the new Dean a free hand in establishing whatever internal administration he thought best.